

SPACE AND MISSILE SYSTEMS CENTER (SMC)

AIR FORCE SPACE COMMAND (AFSPC)



ALTERNATIVE DISPUTE RESOLUTION (ADR) PLAN

FOR WORKPLACE DISPUTES

VISION

**FOSTERING EFFECTIVE DISPUTE RESOLUTION
FOCUSING ON OUR PEOPLE AND MISSION SUCCESS**

SMC OPR: SMC/CCD (Mr. Gonzales)
ADR Champion

Approved on XX April 2005:

Brian A. Arnold
Lieutenant General, USAF
Commander

SMC ADR PLAN

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Space and Missile Systems Center (SMC)
Alternative Dispute Resolution (ADR) Plan
For Workplace Disputes

I. INTRODUCTION

A. This ADR plan was developed under the authority of the Administrative Dispute Resolution Act (ADRA) of 1996, and is consistent with the AF and AFSPC ADR plans regarding workplace disputes. The plan incorporates all of the requirements of the AFSPC plan and further delineates ADR activities, responsibilities, performance measurements, program evaluation, and accountability for SMC workplace issues. As Congress recognized that agency dispute resolution proceedings had become increasingly formal, costly and time consuming¹, SMC is committed to fostering uses for alternative methods of problem solving that are faster, less expensive and less contentious than traditional agency dispute resolution proceedings. It has been long established in the AF and SMC that ADR can lead to more creative, efficient and sensible outcomes. Successful dispute resolution enables individuals to better focus on mission accomplishment and ADR provides for a streamlined approach to achieving that outcome. All SMC subordinate commanders and directors shall support and participate in ADR activities as outlined in this plan. This plan supports the SMC goals for (1) mission success, (4) build and mentor our people, and (5) make SMC a great place to work, as well as the SMC strategic priorities for mission success and focus on people.

B. Air Force Policy Directive (AFPD) 51-12, Alternative Dispute Resolution, 09 Jan 03, and Air Force Instruction (AFI) 51-1201, Alternative Dispute Resolution in Workplace Disputes, 21 Apr 04, are designed to implement the ADRA of 1996, 29 C.F.R. Part 1614, and to establish an Air Force ADR Program that promotes the voluntary use of ADR. This plan implements AFPD 51-12 and AFI 51-1201, with regard to installation ADR Program requirements.

II. PURPOSE, GOAL and VISION

A. Purpose:

To assure the mission of SMC is accomplished through the appropriate use of ADR by:

1. Enhanced effectiveness and efficiency of workplace dispute resolution throughout SMC;
2. Early identification and resolution of people issues impeding mission focus and success;
3. Appropriately matching ADR requirements with resources; and
4. Transforming individual dispute resolution skill and knowledge into corporate capabilities.

B. Goal:

To establish a Center capability for delivery of ADR services, including education, training, funding, and interest-based problem solving techniques such as mediation and facilitation.

C. Vision:

To become the AF Center of Excellence in delivering ADR services realizing the AF and AFSPC ADR vision to promote the use of ADR to the maximum extent practicable and appropriate to

¹ See Congressional findings in Section 2 of Pub. L. No. 104-320, 110 Stat. 3870 (1996).

resolve workplace disputes at the earliest stage possible, by the fastest and least expensive method possible and at the lowest practical organizational level.

III. SCOPE AND DEFINITION

A. The scope of the SMC ADR plan is consistent with the AFSPC plan and incorporates opportunities for voluntary ADR of workplace disputes that involve civilian or military personnel. ADR techniques are available to assist in resolving matters raised within Equal Employment Opportunity (EEO), Merit Systems Protection Board (MSPB), Negotiated Grievance Procedure (NGP), Administrative Grievance Procedure (AGP), Unfair Labor Practice (ULP) proceedings, Military Equal Opportunity and Treatment (MEO),² other areas of workplace conflict brought to the attention of the Office of the Staff Judge Advocate (SJA) or ADR Champion, outside of the traditional dispute resolution processes, and any other eligible workplace dispute, as defined in AFI 51-1201, paragraph 19.

B. ADR is defined as any interest-based means the parties in a workplace dispute choose to incorporate in order to attempt a resolution. This includes mediation and facilitation or other hybrid procedures where the parties are guided by self-determination as to the ultimate resolution of the dispute.

IV. ADR PROGRAM STRUCTURE AND KEY PLAYERS

A. HQ USAF

Promulgates ADR policy as contained in AFPD 51-12 and AFI 51-1201. Consistent with AFPD 51-12 and AFI 51-1201, the organizations below have the following responsibilities:

1. SAF/GCD

The Secretary of the Air Force Deputy General Counsel for Dispute Resolution (SAF/GCD) is the Air Force Dispute Resolution Specialist and has overarching responsibility for Air Force ADR policy and guidance IAW AFPD 51-12 and AFI 51-1201. SAF/GCD works closely with appropriate AFSPC MAJCOM and installation level ADR Champions regarding ADR training, program implementation and guidance.

2. AF/DP

The Deputy Chief of Staff for Personnel works with SAF/GCD to provide guidance on the use of ADR in civilian and military equal opportunity and labor-management relations programs. The Directorate of Personnel Policy, AF/DPP, is the OPR for exercising this function (Ref: AFI 51-1201, paragraph 6).

² Military personnel disputes appropriate for resolution through the mediation process or technique shall be screened in accordance with applicable Air Force Instructions. For Military Equal Opportunity and Treatment Program (MEO) cases, see AFI 36-2706, Chapter 4, Section E.

Mediation is not intended as a substitute for appropriate action under the Uniform Code of Military Justice (UCMJ) or for use in appealing any action under the UCMJ. Specifically, mediation shall not be used to address misconduct by military members that may be actionable under the UCMJ.

B. HQ AFSPC

The Chief, Work Force Effectiveness (HQ AFSPC/MSPCW) is the AFSPC ADR Champion who will serve as the ADR process owner for the Command. The AFSPC ADR Champion is responsible for developing, and implementing and revising the AFSPC ADR Plan. (Ref: AFI 51-1201, paragraph 10).

C. SMC

The Director of EEO (EEO Manager, SMC/CCD) is the SMC ADR Champion responsible for all ADR activities contained in this plan, including developing, revising and implementing the SMC ADR Plan.

V. THE SMC ADR PROGRAM STRUCTURE AND PLAN FOR WORKPLACE DISPUTES

A. ADR Program Structure

The SMC ADR Program is structured using the “Pillar Plus” model for workplace disputes (see attachment 3). Functional Area Managers (FAMs) are designated in each functional dispute resolution organization for EEO, MEO, CPF, and HRO as explained in paragraphs B (6) and (7) below.

B. ADR Plan Structure

1. The SMC Commander:

a. Issues the SMC policy on ADR appoints the ADR Champion (SMC/CCD) and approves the ADR Plan. The ADR Champion has been designated the responsibilities reflected in paragraph 2 below.

b. Takes appropriate steps through the ADR Champion to ensure ADR activity is coordinated across functional lines (e.g., CPF, HRO, MEO, and EEO) to ensure the installation's workplace ADR program is explained and understood by affected installation employees and military members.

c. Appoints individuals to serve as mediators/neutrals, with the assistance of the ADR Champion and input from local unions (as appropriate).

d. Exercises best efforts through the ADR Champion to ensure availability of adequate training and resources to maintain proficiency of collateral-duty mediators or other neutrals and ADR program administrators (Ref: AFI 51-1201, paragraph 11.5).

2. SMC ADR Champion

Assists the SMC Commander in setting ADR policies and procedures. Coordinates all workplace ADR efforts for the installation within and among the functional communities. Develops and administers budget and resource requirements to support all elements of the SMC ADR Plan.

a. Selection by Commander

While use of ADR techniques is voluntary, commanders must be strong advocates in order for ADR to succeed. Commanders must place special emphasis on selection of their installation ADR Champion. The ADR Champion should be regarded as fair and impartial by all

stakeholders in ADR. Commanders should solicit and encourage input from all stakeholders, including local union officials (Ref: AFI 51-1201, paragraph 11.2).

b. Roles/Duties

The ADR Champion works with key stakeholders in developing and implementing the workplace dispute ADR plan, consistent with the AFSPC ADR plan, and promote the use of ADR to resolve workplace disputes. The ADR Champion is the single point of contact for all workplace dispute ADR program activity at SMC, including but not limited to the following elements:

- (1) Program implementation and oversight;
- (2) Data collection and reporting;
- (3) Develop and project annual funding and resource requirements;
- (4) ADR awareness training and program marketing;
- (5) Mediator training and refresher training;
- (6) Mediator performance evaluation;
- (7) Case screening and selection;
- (8) Coordination of ADR activity across functional lines (e.g., EEO, MEO, SJA, CPF, HRO);
- (9) Selection of neutrals as mediators;
- (10) Designate FAMs;
- (11) Other duties as specified in AFI 51-1201, paragraph 12.

The SMC ADR Champion will work with the local unions, as appropriate, to negotiate appropriate agreements or develop plans for the use of ADR in workplace disputes for the commander's approval. The ADR Champion will coordinate any agreements with the unions with the Civilian Personnel Flight and the Staff Judge Advocate or designee to ensure compliance with applicable laws, regulations and local collective bargaining agreements.

3. Staff Judge Advocate

The SJA provides legal advice to the Commander and ADR Champion in the development and execution of the installation ADR program, advises the Commander or designee of the suitability of workplace disputes for ADR, provides timely advice and guidance on legal issues arising in connection with ADR proceedings, including case screening and suitability reviews, confidentiality of ADR communications and (if applicable) union participation in ADR proceedings other than as a party or party representative and reviews settlement agreements for legal compliance as provided in Part V.D below (Ref: AFI 51-1201, paragraph 14).

4. Civilian Personnel Flight

The CPF assists the installation ADR Champion in developing and implementing the installation ADR program in non-EEO workplace dispute processes including working with other functional offices, and local unions as appropriate, in non-EEO workplace. In addition, the CPF provides technical support to agency legal or management personnel in ADR proceedings. The CPF also reviews settlement agreements for compliance with Air Force, DoD and federal personnel policies and regulations as provided in Part V.D below (Ref: AFI 51-1201, paragraph 15).

5. EEO Manager

The EEO Manager is responsible for ensuring that ADR is available for informal and formal EEO complaints in accordance with Equal Employment Opportunity Commission (EEOC) directives. The EEO Manager is responsible for the development and implementation of the ADR program for use in EEO complaints and works with other functional offices, including local unions, as appropriate, to integrate ADR into the EEO complaints program. In addition, the EEO Manager assures compliance with EEOC and Air Force EEO policies and regulations, as provided in Part V.D below (Ref: AFI 51-1201, paragraph 16).

6. ADR Functional Area Managers

Functional Area Managers (FAMS) are designated within the following organizations:

- a. The Workforce Effectiveness Division (61MSS/DPCE).
- b. The Military Equal Opportunity Office (61ABG/ME).
- c. The Equal Employment Opportunity Office (SMC/CCD).
- d. The Human Resources Office for Non-Appropriated Fund Personnel (61ABG/SVR)

7. Functional Area Manager Responsibilities

The FAMs serve as their office's primary point of contact for the ADR Champion to facilitate the use of ADR in any dispute resolution process for which that office has a functional responsibility. Each FAM will provide statistical, and other information as required, to support the ADR program evaluation and performance responsibilities of the ADR Champion. Each FAM is also responsible for advocacy of ADR within each FAM's area of responsibility.

8. Management Officials

Management officials participating in ADR procedures (e.g. Mediation) do so as representatives of the Air Force. Delegation of authority to agree to participate in ADR is made by the SMC Commander. The delegation includes the authority to bind the AF to terms and conditions arrived at through bilateral negotiations using ADR procedures, which are subject to review as described in paragraph B (3) above. A separate delegation letter has been issued by the SMC Commander, which is maintained by the ADR Champion.

9. Partnership with unions

The local unions at each installation are essential stakeholders, whose participation and support for using ADR to resolve workplace disputes are essential to overall program success. It is essential that local unions have input to the ADR Plan and negotiate the implementation of the installation ADR Program for union grievances and labor-management disputes included *within* the scope of the program. The specific procedures used for these grievances and labor-management

disputes will be outlined in a Memorandum of Agreement (MOA), unless the Collective Bargaining Agreement (CBA) contains such provisions.

10. Compliance with EEOC Regulations

This SMC ADR Plan for workplace disputes complies with EEOC regulations found at 29 C.F.R. 1614 for all informal and formal EEO complaints. The installation EEO FAM serves as the primary point of contact for disputes involving ADR in EEO cases and shall work closely with the installation ADR Champion on ADR matters related to EEO cases. The EEO FAM is responsible for ensuring the EEONet web-based case management and data-reporting system is updated regularly. The documents that relate to ADR in the EEO process are available on the Air Force ADR Program website at <http://www.adr.af.mil>.

9. 11. Appointment of Mediators and Other Neutrals

a. The ADR Champion recruits and maintains a pool of qualified individuals to serve as workplace dispute mediators for the installation on a collateral duty basis. The Commander through the ADR Champion considers input from union officials regarding mediator candidates. The Commander or designee appoints mediators in accordance with AFI 51-1201, paragraphs 11.4 and 22.3.

b. The ADR Champion evaluates individuals selected as mediators for demonstration of trust, respect, objectivity, and fairness as appointed neutrals. The standards of conduct for mediators are consent, self-determination, impartiality, conflict of interest, confidentiality, integrity of the process, and competency. Further information on these standards are found in AFI 51-1201 and the Air Force Mediation Compendium.

c. Recruitment and selection of mediators require careful screening beginning with the completion of the nomination form found at attachment 2 of this ADR plan.

d. Individuals selected for mediator training and appointment as a mediator require a blend of experience, personality traits and communication skills in order to ensure effective delivery of ADR services. In order to maintain competency following initial training, mediators need to employ their skills on a regular basis. The ADR Champion ensures that the Commander appoints the number of mediators necessary to ensure that each has an opportunity to serve at a minimum of at least once per quarter. A mediator must attend a minimum of eight hours of refresher annually. (Ref: AFI 51-1201, paragraphs 19, 22).

B. ADR Case Selection Criteria

SMC/JA is responsible for suitability reviews for all disputes considered for ADR. The FAM refers matters to the Deputy SJA for assignment to an attorney for review and recommendation. For MEO matters, the Chief of MEO provides information to the SJA without the identity of the complainant for a suitability review. In all cases, a recommendation that a matter is not suitable for ADR must be reviewed by the Deputy SJA for concurrence. The Deputy SJA and the ADR Champion confer to determine proper handling. The SMC Commander or Designee makes the final decision if the Deputy SJA and the ADR Champion are not in agreement (AFI 51-1201). Under the ADRA of 1996, Congress requires consideration of the following factors in deciding if a case is

appropriate for ADR.³ If any of the considerations listed below apply to an issue in controversy, use of ADR *may not* be appropriate:

1. A definitive and authoritative decision is needed as a precedent;
2. The matter involves significant issues of Government policy and ADR will not assist policy development;
3. Maintaining established policy and avoiding variations in implementation is of special importance;
4. The matter significantly affects non-parties;
5. A full public record of the proceeding or resolution is important;
6. The agency must maintain continuing jurisdiction over the matter with the right to alter the resolution as circumstance demands.

In addition, other cases may be inappropriate for ADR, based on the type of case or particular facts and circumstances. Refer to AFI 51-1201, paragraph 21, for guidance in screening cases for ADR suitability. In all cases, screening to determine whether a dispute is appropriate for ADR must be accomplished before an unconditional offer of ADR is made (Ref: AFI 51-1201, paragraph 21.3). Since one of the fundamental benefits of ADR is communication, a determination on the merits of a dispute or substantiated wrongdoing is not appropriate to screen out cases otherwise deemed suitable. Once a dispute is determined to be suitable, management will participate in an ADR session. Consistent with EEOC decisions, management officials named in an EEO complaint cannot be the final decision maker for ADR participation or approval of settlement agreements.

C. ADR Program Education and Training

The SMC ADR Champion develops ADR education and training requirements with input from FAMs. Consolidated requirements will be forwarded to the AFSPC ADR Champion for consolidation of MAJCOM requirements and submission to the AF ADR Program Office. Requests for basic mediation training will be submitted in the format at Attachment 2.

1. ADR Awareness Education

The SMC ADR Champion arranges for SMC personnel to receive ADR awareness education. ADR awareness education will be provided to commanders, supervisors, managers, other military and civilian personnel, and union officials. The purpose of ADR awareness education is to increase overall understanding and acceptance of ADR. ADR awareness education, at a minimum will ensure attendees:

- a. Understand the Air Force policy and its rationale;
- b. Understand what ADR is (including, but not limited to, facilitation and mediation) and how it can assist them in resolving disputes in a consensual, non- adversarial manner;
- c. Understand the potential of ADR to resolve the issues underlying a dispute;
- d. Understand the potential of ADR to achieve time and cost savings by providing

³ See 5 U.S.C. § 572(b).

conflict management tools necessary to resolve disputes at the earliest possible time;

- e. Discuss the benefits of confidentiality in mediation proceedings; and
- f. Understand that not all disputes are appropriate for resolution through ADR.

2. Mediator Skills Training

a. The Air Force centrally funds mediation training conducted through the Ira C. Eaker School of Professional Development at Maxwell AFB. The basic course consists of four days of intense classroom lectures, seminar discussions and role-play exercises. Individuals selected by the ADR Champion to be mediators will receive mediator skills training. The SMC Commander or designee will appoint individuals who successfully complete the course. On a case-by-case basis, the ADR Champion may nominate others to receive such specific mediator skills training, if needed to enhance their contribution to the workplace dispute ADR program. Further, in order to ensure competency, mediators must receive eight hours of refresher training within a one-year period following the anniversary date of graduation from the basic course (Ref: AFI 51-1201, paragraph 22.2).

b. The ADR Champion may arrange for other sources of mediation training where no AF course is available as long as the course consists of a minimum of 30 hours and meets the AF Facilitative Mediation Model requirement.

D. Legal Support and Review of ADR Settlement Agreements

1. All settlement agreements require coordination by the legal and personnel offices. The ADR Champion, or FAM within a particular dispute resolution process, has the responsibility to ensure settlement agreements are coordinated during, or immediately following, an ADR session. Certain types of agreements require approval by the Center Executive Director (SMC/CD). The ADR Champion is responsible for ensuring those agreements are signed by the Executive Director.

2. Coordination of settlement agreements is for legal sufficiency reviews by the SJA. The CPF review is for compliance with federal regulations and implementation requirements of the terms, if personnel actions are involved. Coordination does not mean agreement or disagreement with the particular terms reached by the parties. The SMC ADR Champion ensures that the SJA and CPF representatives are available during ADR sessions or available by phone.

E. ADR Program Assessment

1. ADR Program Metrics

SMC metrics for the ADR program require synthesis of data on a fiscal year basis in the following areas. Each FAM reviews their data at a minimum on a semi-annual basis:

a. ADR Attempt Rates

Analyze overall performance relative to previous years. This includes an assessment of total opportunities versus actual participation. The goal is to attempt ADR in at least 50% of the aggregate of eligible disputes. The desired trend is to increase attempt rates until ADR is attempted in approximately all disputes where appropriate. Separate percentage goals may be established for specific categories of disputes (e.g., EEO complaints, grievances). These rates will be identified as the program matures and this metric is modified accordingly (Ref: AFI 51-1201, paragraph 38.1).

b. ADR Resolution Rates

Analyze the number of eligible disputes resolved through ADR. This includes an assessment of the actual participation and resulting outcomes (e.g. resolved/unresolved). The goal is to resolve at least 70% of the disputes in which ADR is attempted. The resolution percentage should increase over time until reaching the maximum reasonable level; however, ADR Champions must ensure that the resolution rate goal is not used to improperly pressure parties into settlements. This level will be reexamined and reassessed as the program matures and this metric is modified accordingly (Ref: AFI 51-1201, paragraph 38.2).

c. Timeliness of ADR Resolutions

Analyze the average number of days required to begin and complete an ADR process. This includes an assessment starting with the date a dispute is referred for suitability until a resulting outcome is reached (e.g. resolved, unresolved, or not suitable). The goal for this metric is an average of 45 calendar days or less (Ref: AFI 51-1201, paragraph 38.3).

d. Quality Assurance

Measure customer (both parties to the mediation) satisfaction regarding the provision of ADR services to ensure the quality of the services provided and the competence of the neutrals providing those services. The goal is to achieve an overall rating of “satisfied” or better for the ADR process employed from at least 80% of the respondents and an overall rating of “good” or better for the neutral from at least 80% of the respondents, during the measuring period. See Attachment 1 of this plan (Ref: AFI 51-1201, paragraph 38.4 and Attachment 2).

2. Annual Report

The ADR Champion will prepare, coordinate with AFSPC, and submit reports of SMC ADR data, including performance metrics, as requested by SAF/GCD, IAW AFI 51-1201, paragraph 39. Reports will be submitted via the medium designated by SAF/GCD in its request. Each FAM is responsible for the accuracy of their information and providing the data to the ADR Champion when requested.

3. Quality of ADR Process and Evaluation of Neutrals

The ADR Champion will ensure the parties to each ADR proceeding are provided an ADR evaluation form (see Attachment 1) to complete (voluntarily and anonymously if they so choose) and return to the neutral or the ADR Champion following the termination of the proceeding. The Installation ADR Champion will collect, review and summarize these evaluations and will use this information to ensure the quality of the services provided by ADR neutrals remain high. Complaints or problems with a specific mediator should be directed to the ADR Champion for appropriate consideration and action (Ref: AFI 51-1201, paragraph 40). Any complaints or problems with an outside third-party neutral under contract with the Air Force will be directed to the SMC ADR Champion for action through AFSPC to the AF ADR Program Office, for appropriate consideration and action.

Attachment 1 – AFSPC/SMC ADR Evaluation Form

Date Parties Agreed to Use ADR: _____	ADR Docketing Number (if any): _____
Date ADR Completed: _____	Neutral's Name: _____
Time ADR Started: _____	_____
Time ADR Ended: _____	_____

1. What was your role in the case? ☐ **Complainant** ☐ **Management**
☐ **Other (please specify – e.g. Union, Representative, Advisor)** _____
2. How would you compare the amount of time taken to resolve this case using the ADR process compared with what you believe would have been required if a traditional dispute resolution process had been used to resolve this dispute? ADR was:
- ☐ **Significantly faster** ☐ **Somewhat faster** ☐ **Same amount of time**
☐ **Somewhat slower** ☐ **Significantly slower**
3. Outcome of the Mediation Please Check one:
☐ **Full Settlement** ☐ **Partial Settlement** ☐ **Did not Settle**
4. **ADR PROCESS** - The following questions concern your experience with the ADR Process. Please tell us how satisfied you were with each of the following features of the process.
(Please check one)

Feature	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied
Amount of information you received about the process.					
Amount of control you had over the process.					
Opportunity to present your side of the dispute.					
Fairness of the process.					
If resolved - Overall outcome of the process.					
If resolved - Speed with which the dispute was resolved.					
Overall, how satisfied were you with the ADR process?					

5. **Mediator/Facilitator:** Would you please take a moment to evaluate your mediator/facilitator using the following chart? (Please check one)

	Excellent	Good	Average	Fair	Poor
1. Neutrality (Did the mediator/facilitator have the appearance of impartiality, without favoritism or bias?)					
2. Communication (How well did the mediator/facilitator facilitate communication between the parties?)					
3. Managing the ADR Process (Did the mediator or facilitator effectively handle conflicts, suggest movement ideas, or assist propose problem-solving process?)					
4. Patience (Did the mediator or facilitator devote the necessary time and attention with the parties to keep the process moving without appearing to rush or be in a hurry to complete the process?)					
5. Expertise (Did the mediator/facilitator demonstrate the necessary expertise to mediate this type of dispute?)					
6. Facilitative Abilities (Did the mediator/facilitator ask relevant questions to seek out pertinent information and keep the process moving forward?)					
7. Overall Ability of the Mediator/Facilitator in General					

6. Would you recommend this process? ()Yes ()No

7. Would you recommend this Mediator/Facilitator for future mediations? ()Yes ()No

Comments:

Attachment 2 – Nomination Form For Basic Mediation Course

I. BACKGROUND INFORMATION

1. Name: _____ 2. Title: _____
3. Organization: _____ 4. Rank: _____
5. Phone: _____ 6. Fax: _____
7. E-Mail: _____ 8. SSN: _____
9. To help us with budgeting for your expenses, please indicate whether you would travel to this course: _____ By Car _____ By Plane – Estimated Airfare: _____

II. OPPORTUNITY FOR NOMINEE TO USE MEDIATION SKILLS

1. Types of workplace disputes nominee handles
- a. _____ EEO Complaints b. _____ Labor/Management Disputes
- c. _____ MSPB Matters d. _____ Other (please specify)
2. Number of complaints/disputes handled by nominee in FY ____:
3. Number of complaints/disputes handled by nominee's office in FY ____:
4. Other relevant information about nominee's opportunity to use mediation skills:

III. QUALIFICATIONS OF NOMINEE

Successful mediators possess special skills and abilities. The nominee's supervisor must agree in writing below that the nominee has the ability to:

- _____ glean and analyze information from disputants;
- _____ listen actively;
- _____ suspend judgment;
- _____ facilitate communication between disputants;
- _____ facilitate options for resolution of disputes; and
- _____ draft clearly-worded settlement agreement.

As the supervisor of _____ (Name of Nominee for the Basic Mediation Course), I believe that he/she has demonstrated the ability to do each of the foregoing:

Name and Title

IV. NOMINEE'S PLEDGE

I have discussed the foregoing with my supervisor and, with his/her support, make the following pledge to:

- Attend the 32 hour Air Force Basic Mediation Course;
- Strive to maintain and improve my mediation skills for 24 months after completion of the Air Force Basic Mediation Course;
- Strive to attend regular mediator training meetings scheduled by the Installation ADR Champion that will provide training on topics such as improving communication skills; mediator ethics; various complaint systems; terms of the Union contract; interest-based bargaining techniques; role-playing; improving parts of mediation (e.g., opening statements, what to listen for in parties' statements, moving to caucus, identifying impasse); overview of personnel policies; procedures and POCs; and
- If requested, attend the Air Force Advanced Mediation Course, which will require additional ADR service commitment for an additional 24 months.

Nominee

Date

1st Indorsement

TO: SMC/CCD

As an experienced mediator of ____ years, I have observed Mr./Ms. _____ and attest to the qualities possessed by him/her and provide this endorsement for his/her service as an Air Force mediator.

Signature of Sponsoring Mediator

Date